THE AIR LAND SEA BULLETIN

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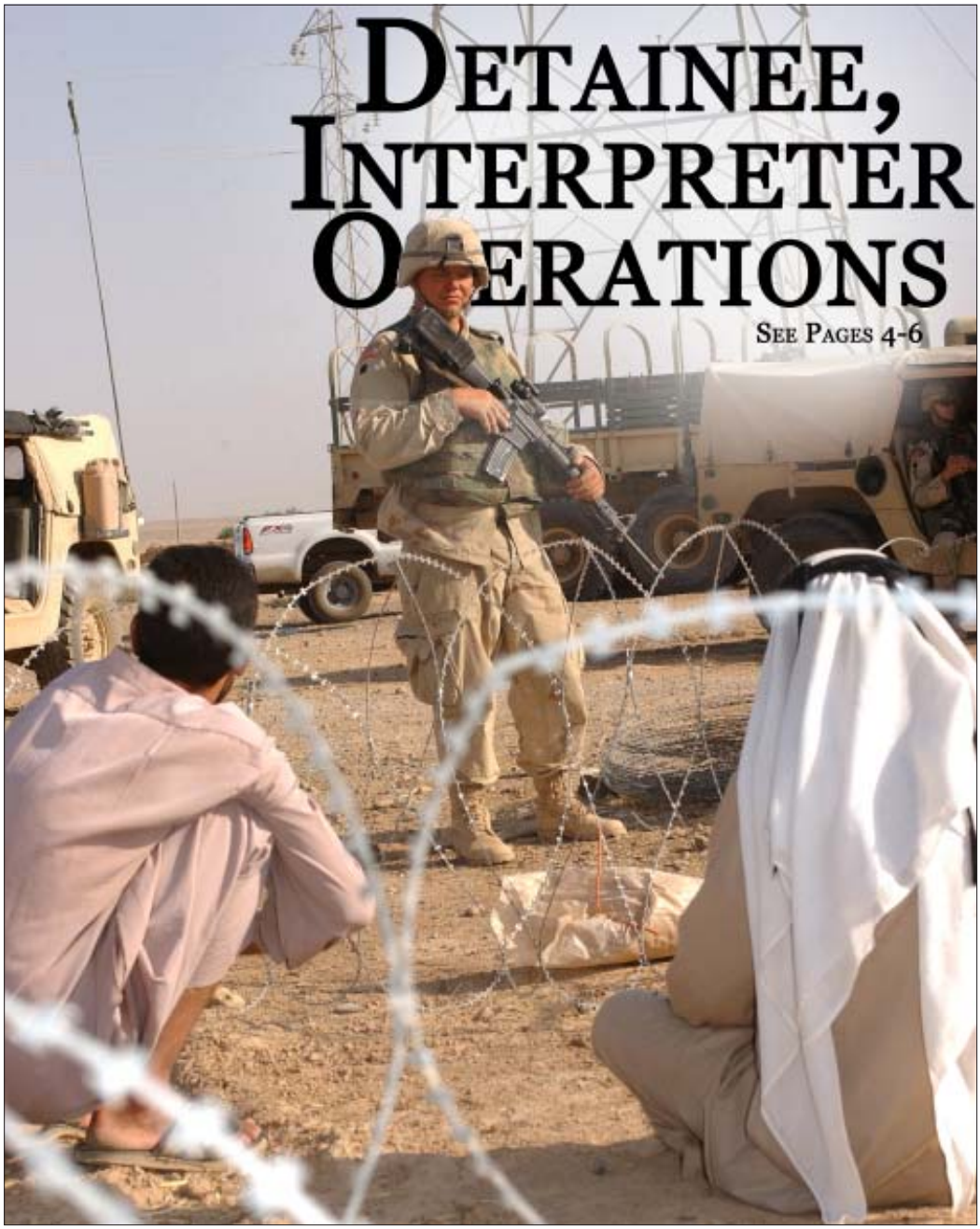

DETAINEE, INTERPRETER OPERATIONS

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A soldier from C Company, 1st of the 12th Infantry Battalion, guards two detainees being held for questioning in Kwaz village, northwest of Kirkuk AB. Photo by SSgt. James A. Williams, USAF.

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Purpose: *ALSA Center publishes The ALSB three times a year. ALSA is a multi-Service DOD field agency sponsored by the U.S. Army Training and Doctrine Command (TRADOC), Marine Corps Combat Development Command (MCCDC), Navy Warfare Development Command (NWDC), and Headquarters Air Force Doctrine Center (AFDC). This periodical is governed by Army Regulation 25-30, Chapter 10. It is a vehicle to "spread the word" on recent developments in joint warfighting concepts, issues, and Service interoperability. The intent is to provide a cross-Service flow of information between and among readers around the globe.* ***Disclaimer: Since The ALSB is an open forum, the articles, letters, and opinions expressed or implied herein should not be construed to be the official position of TRADOC, MCCDC, NWDC, AFDC, or ALSA Center.***

Submissions: We solicit articles and reader's comments. Contributions of 1500 words or less are ideal. Submit contributions, double-spaced in MS Word. Include name, title, complete unit address, telephone numbers, and e-mail address. Graphics can appear in article, but you must also provide a separate computer file for each graphic. Send E-mail submissions to **alsaeditor@langley.af.mil**. ALSA Center reserves the right to edit content to meet space limitations and conform to *The ALSB's* style and format. **Next issue: September 2004; Submission DEADLINE: close of business, August 1, 2004.**

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You'll find our homepage is uncomplicated and easy to navigate. This makes it more usable for individuals new to using the internet and for units using slower circuits and older software. If you have suggestions for improving the site, please send your ideas to **alsawebmster@langley.af.mil**.

DIRECTOR'S COMMENTS - STOVEPIPING, AN EFFECTIVE WAY TO KILL IDEA FRUITION

There is an effective way to kill ideas from the warfighter and limit communication and coordination among the Services – STOVEPIPING.

For nearly 30 years, the Air Land Sea Application (ALSA) Center has bridged Service interoperability gaps by listening to ideas from the field, keeping lines of communication open, and sharing information among the Services.

In addition to communication and coordination breakdowns, stovepiping is labor and cost intensive. Allowing Services to stovepipe solutions to interoperability problems can lead to multiple solutions to the same problem, and the number of solutions grow with each various organizations within each Service working the same problem.

No matter where it originates, once someone addresses a problem to ALSA, ALSA action officers (AOs) work with each of the Services to research the problem and find a solution. If one Service has already begun to address the problem and is currently working on a solution, ALSA AOs share this information in order to provide potential solutions to other Services who might be having the same problems or working on similar solutions. If one or more Services are already working on solutions, ALSA AOs share this information to determine which Service is traveling in the direction of a 100 percent solution.

ALSA does this by various means. We use the Air Land Sea Bulletin, published by ALSA three times a year, to highlight emerging doctrine or ideas from the field. This venue allows the warfighters, staff officers, and others to openly discuss Service interoperability problems as they exist in the current force.

Another method of establishing cross talk among the Services is the convening of a Joint Action Steering Committee (JASC) meeting. The JASC is made up of the doctrine chiefs of each Service. These general and flag officers meet as a minimum three times a year to discuss Service doctrine issues and provide guidance and direction for ALSA. During these meetings Service interoperability issues are discussed and possible solutions presented to the body. This is the only time the four Services doctrine chiefs sit down in one room to discuss Service doctrine type issues.

Finally, we spread the word by visiting units and organizations in the field. We have participated in numerous active and reserve exercises and training events which allowed us to share ideas and information with the field. Of course this is a two-way street because our visits to the field allowed us to hear first hand problems that exist and current doctrinal trends associated with those problems. We can then carry those back to the Services for action.

This is my last contribution to the *ALSB* as ALSA Director. I will be moving on to be the deputy brigade commander of 1st Brigade, 87th Division in Birmingham, Alabama. It has been an honor and a privilege to work with all of the great professionals of the joint doctrine development community. It is unlikely that I will ever again be associated with so many ex-

See DIRECTOR Page 5

ALSA Library

Pages 16 through 19 of the ALSB contain a list of our current ALSA publications (as of March 2004), all of which can be found in the ALSA electronic library, on the Web at http://www.alsa.mil. We are currently in the process of moving our Web site to Langley Air Force Base. This move enables ALSA to have its own domain name, http://www.alsa.mil, and it will ensure that warfighters have access to our publications, drafts, and up-to-date information on ongoing projects.

DETAINEE OPERATIONS - PROVIDING GUIDANCE FOR THE TREATMENT AND HANDLING OF DETAINEES

Soldiers assigned to A Co. Apaches, 2-87th, 10th Mountain (Light Infantry), Fort Drum, N.Y., load detainees in the back of a truck to be transported to the detainee holding point. Photo by SSgt. Stacy L. Pearsall, USAF.

by
Maj Kyle Taylor, USAF
ALSA Center

On 13 November 2001, President Bush signed a military order that stated, "To protect the United States and its citizens, and for the effective conduct of military operations and prevention of terrorist attacks, it is necessary for individuals to be detained."

However, in May 2003, three US Army solders mistreated Iraqi detainees. They were convicted by courts-martial in January and subsequently discharged from the United States Army. What guidance were the soldiers following? Due to the emerging nature of the global war on terror, it is imperative that American Service members understand how to deal with detainees. This not only includes proper care but also proper accountability.

When detainees are processed and transferred, does each Service understand how to do these items properly? Did capture information follow the detainees while being transferred? It is critical to know the circumstances of capture and to account for evidence in order to properly categorize and prosecute detainees, if required. Each Service must understand what they are required to do so that proper detention occurs.

The Air Land Sea Application Center has produced a tactics, techniques, and procedures manual that covers the proper handling of detainees. Would this manual have prevented the problems encountered on 12 May 2003? That question will remain unanswered; however, what the manual does provide is guidance as to how units and Service members are to

treat and handle these detainees.

The United States Army has long been the proponent for the handling of prisoners of war and civilian internees but their field manual did not cover detainees that have not been categorized or that were categorized as unprivileged belligerents.

The soldiers, sailors, airmen and Marines assigned to deal with these unprivileged belligerents need to have a reference as to how they must perform their mission. *Detainee Operations in a Joint Environment* provides this knowledge.

The intent of the publication is to support planners and warfighters by providing consolidated, accurate information on planning for handling, holding, transferring, transporting and releasing detainees. Recent lessons learned from operations in Afghanistan, Cuba, and Iraq have identified detainee operations as an area in which standardized TTP are lacking.

This new MTTP serves as a planning, coordination, and reference guide for the combatant commanders and the Services, providing a framework for the conduct of detainee operations in a manner consistent with regulation, joint doctrine, multi-Service instructions, and applicable policy. In the past, the enemy was very easy to identify and the policies and procedures were very "cut and dried." In today's fight, these terrorists are not lawful combatants and procedures provided in the past do not fit all situations.

Guidance within *Detainee Ops* provides the warfighter with additional current information on proper execution of operations involving these individuals.

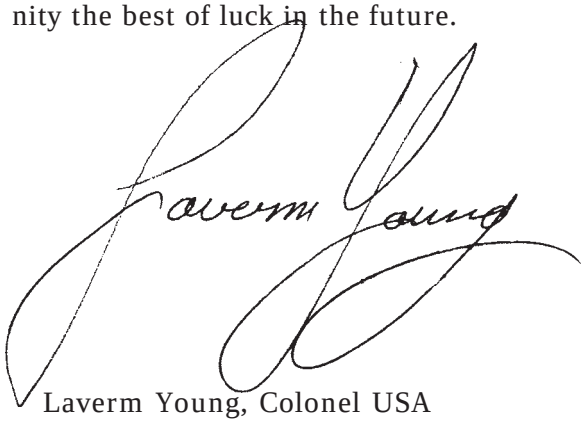
Detainee Operations in a Joint Environment is scheduled for release in May and copies of the signature draft are available for download from the ALSA Web site.

DIRECTOR from Page 3

ceptional individuals from all our Services. You make me proud to wear this uniform—and prouder still to be a member of the joint team.

Upon my departure in May I turn ALSA over to Col. David "Mako" Petersen, USAF. Dave has served as my deputy and voice of reason for the past ten months. Dave came to us from the Air War College at Maxwell AFB, Alabama. Prior to his one year stint at the Air War College student, Dave served as the commanding officer of 85th Operations Squadron, Kefavik, Iceland. I have no doubt he will continue to carry on the fine tradition of this organization. He has a wealth of tactical experience and understands the complex challenges and issues associated with employing joint forces.

Assisting Dave, and managing the day-to-day functions of the organization is COL Mike Martinez, USA. Mike will serve as Dave's deputy for the next year and move into the Directors position upon Dave's departure next summer. Mike was assigned as the U.S. Defense Attaché for Yugoslavia prior to coming to ALSA. They will make a great team. It is without reservation that I transition the reigns to Dave as the Director of ALSA. I would like to wish him and rest of our community the best of luck in the future.



Laverm Young, Colonel USA
Director

The value of this publication is directly related to the quality of input received from our audience. If you don't see the topic that you need, *tell* us. Better yet, send the editor an article on a joint warfighting topic for publication in the bulletin. Some possible ***HOT*** topics are - *Operation ENDURING FREEDOM, new operational capabilities, and new challenges and solutions for close air support.*

INTERPRETER OPERATIONS - ALSA AND CALL JOIN FORCES ON INTERPRETER OPERATIONS

An interpreter translates the words of an Army Military Policeman at Eisenbrat Maximum Security Prison, Baghdad. Photo by SSgt. Stacy L. Pearsall, USAF.

by
Maj Kyle Taylor, USAF
ALSA Center

Forces engaged in operations around the world are continually encountering language obstacles. Over and over again, servicemembers must learn from and solve problems that deal with a language barrier. The Services have identified language and the use (or improper use) of interpreters as a problem area. Whether at the JTF, unit or squad level, the use of interpreters has been riddled with complications ranging from common misunderstandings to improper usage.

The Air Land Sea Application Center, in conjunction with the Center for Army Lessons Learned (CALL) recently developed a consolidated guide for the warfighter to use when dealing with interpreters. This guide will help fill gaps in knowledge of effective interpreter employment and provide helpful information on how to deal with interpreters that may be assigned to an operation.

In the past, interpreters have been poorly utilized. Problems have ranged from interpreters being misused or being allowed to control exchanges with the local populace. Units using interpreters have dealt with issues from training interpreters to housing them. It is imperative that units understand how to properly provide for the welfare of interpreters as well as how to employ them in the most effective manner to accomplish their mission.

The ALSA/CALL Interpreter Operations manual covers these and many more issues so as to maximize interpreter use in an environment where they are a highly sought after commodity. The manual covers basic information on interpreters so that planners and requesting units know how to best obtain interpreters for their operation. The manual also covers how to select and hire interpreters. Interpreters, once hired, need to be properly trained in order to function in our environment. This includes orienting interpreters to the unit's mission and establishing rapport with them.

Based on a unit's mission, interpreters must also be prepared for each meeting or mission. Whether you are a squad on patrol or a unit commander meeting with locals, the interpreter must be made aware of what is expected and how meetings will take place. As with anyone, interpreters need feedback on their job performance. Once missions and meetings are complete, give the interpreters feedback. This will help eliminate recurring problems and other situations that detract from mission success.

The interpreter operations manual deals primarily with civilian, contractor-provided interpreters, from the US or from the host nation. The manual does not address the roles of military linguists.

As the military continues to be engaged around the world, the use of interpreters will increase. The Interpreter Operations reference manual is an ideal starting place for service members at any level to gain a better understanding of how to deal with these very valuable assets in order to achieve mission success.

The handbook is available for download from the ALSA and CALL Web sites and will be made in hard copy available from CALL in the near future.

JOINT TRAINING SYSTEM - LACKING SERVICE LINKS

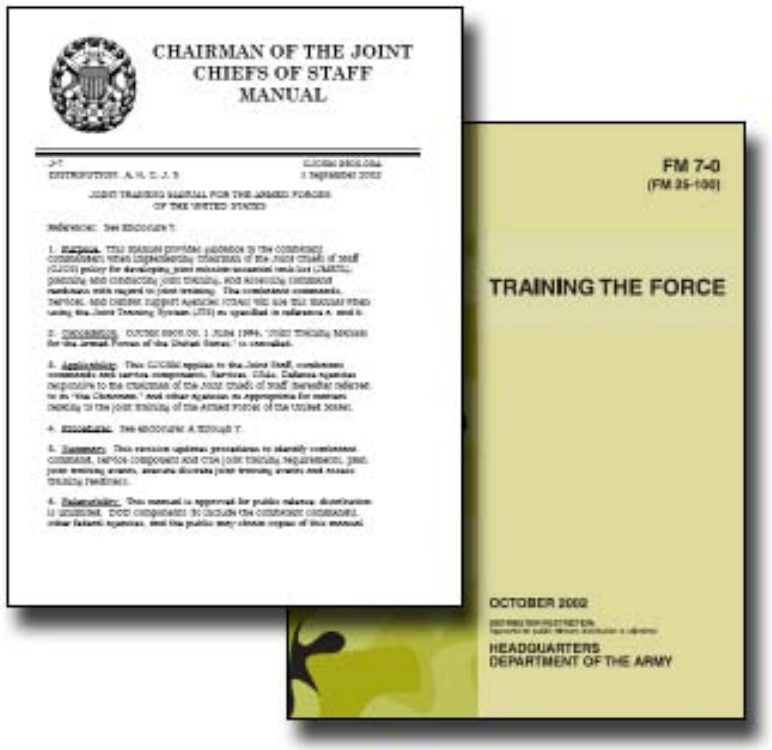
by
LCDR Greg Eaton, USN
Maj Alex Torres, USAF
MAJ Gareth Young, USA

To fully address the purposes of the 1986 Goldwater-Nichols Act (GNA) and subsequent Joint Chiefs of Staff direction, all the Services should base their training doctrine on the Joint Training Model. To best satisfy the intent of the GNA legislation, a joint training doctrine is first required. This doctrine should clearly delineate the Services' roles in joint training. Secondly, and subsequent to this, each Service should devise a training doctrine that meets the requirements of joint training doctrine. Finally, the links between the joint and Service doctrines need to be forged and exercised.

On the eve of the new millennium, then Chairman of the Joint Chiefs of Staff (CJCS), GEN Henry H. Shelton, in making this doctrine official, wrote, "... joint training is designed to ensure the Armed Forces of the United States are ready to execute the National Military Strategy of shaping the global environment and responding across the full spectrum and range of military operations ... the Joint Training System is the principal tool to ensure readiness."

This quote is from the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3500.01B, *Joint Training Policy for the Armed Forces of the United States,* which prescribes that the armed forces use the Joint Training System. It further specifies that the Services are responsible for, "...developing and preparing Service publications to support the conduct of joint training at the Service level."

Joint Training is prescribed in the Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.03, *Joint Training Manual for the Armed Forces of the United States.* Essentially, the Joint Training System is a four-part cycle consisting of requirements, plans, execution, and assessment. Thus, the joint doctrine was established. A short summary of this process is necessary to lay the groundwork for the balance of this paper.



Army doctrine follows the Joint Training System in many respects. Training is prescribed in Chairman of the Joint Chiefs of Staff Manual 3500.03 and outlined concisely in Field Manual 7.0

THE JOINT TRAINING SYSTEM

The "requirements" phase centers on establishing the priorities, in essence, addressing the age-old dilemma of requirements exceeding resources. To resolve this issue, combatant commanders seek a warfighting focus, and list the tasks necessary to accomplish their missions as delineated in operational plans (OPLANS), the Joint Strategic Capabilities Plan (JSCP), and other related documents. This list is known as Joint Mission Essential Task List (JMETL). Ideally, this JMETL should form the basis from which all subordinate units derive their task lists and in turn, maintain their warfighting focus, and subsequently forge the joint-Service training link. The degree to which the Services support this method and thus exercise the link is a significant point of discussion in this paper.

"A concept used to derive peacetime training requirements from wartime missions ... Commanders must selectively identify and train on those tasks that accomplish the unit's critical wartime mission. The METL serves as the focal point on which commanders plan, execute, and assess training."

- battle focus

The second phase of the Joint Training System is "Plans." In short, the "Plans" phase takes the primary output of the "Requirements" phase, the JMETL, combines it with CJCS guidance and assessments, and applies a planning process to produce the Commander's Joint Training Plans, Commander's Joint Exercise & Training Schedules, and the CJCS Joint Training Master Schedule (JTMS). CJCSM 3500.03 articulates this output concisely as follows, "This process will identify the joint training audience; develop training objectives to accomplish the JMET; select the training method...and outline a summary of the events and resources required to accomplish the training objectives." For the purpose of this discussion, a key point lies in the "Identify the Training Audience" step, specifically cases in which joint force components are identified as the training audience. The Services have, to date, done a poor job of incorporating this vital step into their respective training models. This disconnect is responsible in part for the optempo and (un)predictability issues that all the Services feel in their training cycles.

"Ultimately, joint training depends on the efficient and effective execution of joint exercises and training events." Thus, the third phase, "Execution," is where the effects of an effective Joint Training System are realized in the warrior. This phase focuses largely on the Joint Exercise Life Cycle, but a detailed discussion of this specific product is beyond the scope of this paper. More germane is the linkage of this phase to each of the Service's processes. It is also significant to note the importance of this stage's connection to the "Requirements" phase. While CJCSM 3500.03 does not especially emphasize this point, the standards established in the "Requirements" phase must clearly make their way to the "Execution" phase, for they provide the basis for setting the conditions in the exercise, assessing units' performances, and clearly articulating successes and failures in the after action review (AAR).

The final phase of the system is "Assessments." This phase is critical to the cycle because it provides a focus; that is, it tells the commander the training weaknesses of his units, and facilitates the allocation of scarce training resources to correct these shortfalls. However, to be most effective, a common means of conducting assessments must be used by all the Services. CJCSM 3500.03 outlines a Training Audience Assessment based on a "T" (trained), "P" (needs practice), and "U" (untrained) system.

UNITED STATES ARMY TRAINING

Army Doctrine follows the Joint Training System in many respects. Any Army officer with a couple of years of Service would not be caught off guard by anything prescribed in CJCSM 3500.03. Army training is outlined very concisely in Field Manual (FM) 7-0 and FM 7-1, and is built around a four phase training management cycle consisting of the "METL Development," "Planning," "Execution," and "Assessment" phases. The acute similarities and respective dates of publication would certainly lead one to surmise that the architects of the Joint Training System used the Army construct as a significant input. Important to note is that Army Training Management is taught to all noncommissioned officers (NCO) and newly commissioned officers in the Army. More importantly, it is implemented and practiced by nearly every unit in the Army.

FM 25-101 is titled, *Battle Focused Training*. It defines battle focus as:

> "a concept used to derive peacetime training requirements from wartime missions...Commanders must selectively identify and train on those tasks that accomplish the unit's critical wartime mission. The METL serves as the focal point on which commanders plan, execute, and assess training."

This is critical because "units cannot achieve and sustain proficiency with all possible soldier, leader, and collective tasks." The similarities between Army and Joint Doctrines in this regard are uncanny. CJCSM 3500.03 discusses a concept called "Warfighting Focus" on less concise, but

nonetheless similar terms: "To ensure the most effective allocation of limited training resources, commands should identify their requirements based on mission priorities."

Central to the effective implementation of the Army's Battle Focused Training is the Mission Essential Task List (METL), "a compilation of collective mission essential tasks which must be successfully implemented if an organization is to accomplish its wartime mission." Compare this with the definition of JMETL," a list of joint tasks considered essential to the accomplishment of an assigned or anticipated mission." Clearly, the two synchronize very well.

This is not to say, however, that the Army system perfectly dovetails with the Joint Model. The METL, as prescribed by the Army, must "support and complement the next higher headquarters and the supported wartime unit." This sets the stage for a perfect linkage from Service to joint, and one that would be well-executed since all Army units down to companies develop METLs and use them as the basis of their training. Unfortunately, the one specific link that would complete the process is missing, that being the JMETL to METL link. As per FM 25-101, "Commanders determine their units' METLs based on war plans and external directives." No mention is made of the supported CINC JMETL, possibly because FM 25-101 was published in September 1990, while CJCSM 3500.03 was published in June 1996.

The second point regarding Joint to Army linkage concerns the "assessment" phase, specifically the standards by which training should be assessed. Army training is assessed based on Army doctrine and standards derived from such documents as Army Training and Evaluation Programs (ARTEP) and soldier manuals. To be fully integrated into the joint environment, all the Services should derive their standards from a common source. Otherwise, how is a joint force commander to assess tasks common to two or more of his Service components?

A final point lies in the disconnect between the Army's training plan and that of its units' supported CINCs. This point results partly from the aforementioned JMETL to METL disconnect, but is worth further discussion. In the "Plans" phase of the Joint Training System, theater CINCs identify the training audiences. Ideally, the CINCs would then notify the Army units participating in those exercises, while also providing a list of tasks to be accomplished and the aforementioned standards. This would form the underpinnings for a focused training strategy that could then be incorporated into the units' training plans and guidance, including the necessary train-up cycles. Through this method, commanders truly could prioritize their scarce training resources towards warfighting skills while also supporting the badly needed joint training requirements. Sadly, in practice, this rarely occurs.

UNITED STATES NAVY TRAINING

In 1996 the Chief of Naval Operations, in concert with the Commandant of the Marine Corps and Commandant of the Coast Guard, embraced and codified the maritime forces implementation of the Joint Training System's cornerstone—the JMTEL—with the issuance of OPNAV Instruction 3500.38 (MCO 3500.26, USCG COMDT Instruction M3500.1) *Universal Naval Task List* (UNTL). In this instruction the three Service leaders were providing "joint force commanders and naval commanders an interoperability tool for use in articulating their mission requirements." Its format, premises and language very nicely mirror the JTS. Additionally, it stresses the importance of standardization, tying training to requirements, and provides the bridge from the JMETL to the Naval Tactical Task List (NTTL). Perhaps most important to the focus of this paper, however, is the policy established within this instruction that all maritime forces shall use the UNTL to: ... facilitate linkages between Service and joint training ... and, ... apply the concepts and methodology ... in planning, conducting, assessing, and evaluating joint training.

The Air Force does, on the other hand, go to greater lengths to at least address the importance of the link between JMETLs and the Air Force Task List

The instruction further details these responsibilities down to Fleet, Type and Marine Expeditionary Force Commanders, as well as Unit Commanders.

It would appear that the highest echelons of the U.S. Navy fully implemented the fundamental concepts of the JTS. Of note, however, this instruction has not been updated since it was signed six years ago. As recent as 2000 though, the Naval Warfare Development Command (NWDC), which has the continuing lead for refinement of the UNTL, published a very comprehensive handbook discussing the NMETL ties to the JMETL, the purpose of NMETLs, and procedures for further development of Naval Tasks and NMETLs. Unfortunately, there is no directive authority contained in this document for further implementation.

Given the above as direction from the naval leadership and guidance of the executive agent for tying joint training to naval training, a random search of available Type Commander instructions were reviewed to determine if incorporation of the JTS concepts had occurred. From these available documents, updated within the last few years, no reference was made to the UNTL instruction, nor did there appear to be any reference to the concepts delineated in the JTS and echoed through OPNAV and NWDC. This is where the main schism appears to exist between the JTS and the Navy's full implementation of its concepts, language and purpose. This is not to say that joint doctrine and concepts are not prevalent in naval doctrine and tactics, techniques and procedures. It does, however, provide an obstacle to enhancing joint force effectiveness since, at the unit level—the warfighters, training is still "Service-centric" vice core competency training that is focused on the joint battlefield.

Further elaborating on the "obstacle" noted above, it serves to look at the unit level for a moment. Unlike the U.S. Army, a young naval officer or for that matter, a NCO, is not brought up in an environment where mission essential tasks are an embedded concept. Core competencies and community specified missions are the fundamental building blocks of naval training. These building blocks are based on the Navy's cornerstone of the Required Operational Capabilities and Projected Operational Environment (ROC/POE) instructions. The facets of the ROC/POE directives are not that terribly different from the facets embodied in the JTS. However, a pitfall in trying to directly link the two lies in the fact that the missions and environments delineated in the ROC/POE are Service determined without direct linkage to the requirements of a joint environment. Additionally, the ROC/POE does not mandate a standard of performance for the missions assigned. The ingredients to more efficiently link naval training programs to the JTS are inherent in the doctrines noted here and will be detailed further in the recommendations to follow.

UNITED STATES AIR FORCE TRAINING

The Air Force does, on the other hand, go to greater lengths to at least address the importance of the link between JMETLs and the Air Force Task List (AFTL) in the Air Force Task List Doctrine Document 1-1. The AFTL provides the comprehensive framework to express all Air Force activities contributing to the defense of the nation and its national interests. Founded on the Air Forces' core competencies and their command and control, the AFTL remains congruent with established Air Force doctrine and compliant with the functions as assigned to the US Air Force by Title 10. The AFTL complements the Universal Joint Task List (UJTL) by providing Air Force specific tasks. In addition, it offers a modern structure for eventual inclusion into that manual. While this modern structure does not numerically align Air Force tasks with the traditional battlefield operating structure present in version 3.0 of the UJTL, the tasks are functionally related. This also does not imply that every Air Force task under each of the Air Force's core competencies will always fit neatly under a joint task. However it does mean that Air Force tasks may be related to any number of UJTL categories, depending on the

particulars of each mission that require task development. The AFTL just provides a broad framework for expressing the more detailed tasks the Air Force must accomplish. The Air Force expects lower echelons to expand on the Joint and Air Force tasks to fit their specific needs. The overarching view of the Air Force is that every organization should consider it their responsibilities to meet the requirements of any applicable JMETLs, along with all other mission requirements, as they build their METL.

The Air Force further refines the link from Joint to Air Force to lower echelon level by addressing training in USAF Doctrine on Education and Training, AFDD 2-4.3. It states, "Commanders are responsible for the training of their units and for unit performance. Commanders should use the AFTL, appropriate AF policies and instructions, and their own experience to provide direction, purpose, and motivation essential for preparing AF members for the range of military operations." While this doctrine does not mandate usage of the AFTL, it strongly recommends that Air Force commanders use the JMETLs as a core document for planning and executing training.

Another issue from the Air Force perspective in how the UJTL is constructed, is related to the fact that AFDD 1-1 points out that the UJTL framework is built around the Army's traditional battlefield operating systems (BOS) horizontal structure. This structure is insufficient to organize or to reflect the potential of aerospace power. The Joint community may need to re-look at this structure in order to create a better cross-functional fit.

Overall, the Air Force has done well in establishing a loose task linkage between its Service level tasks (AFTL) and the JMETLs. However, it has not done so with adequate rigor and structure. Nor does it mandate that commanders build their training around such a linkage. Also the Air Force does not provide this training to new officers and enlisted personnel, as does the Army, which would greatly improve the foundation of the Air Force's training environment.

RECOMMENDATIONS

CJCSM 3500.03 lays out a clear methodology for the planning and conduct of training in the form of a fairly concise 4-stage cycle. The greatest fault in the Joint Training System in practice lies in the lack of clear linkage between the UJTL and the supporting units' METLs. While this linkage is clearly defined in the manual, the execution of this linkage is lacking. Unfortunately, the best recommendation to correct this shortcoming is merely to enforce the policies already prescribed in the CJCSM 3500.03. The second fault, as introduced earlier in the paper, lies in the lack of uniformity of standards for assessments, specifically of tasks that are common across the Services. This inconsistency is best corrected by an expansion upon the existing UJTL, an expansion that breaks the tasks down to the unit, and where appropriate, individual tasks and the associated conditions and standards. Implementing this solution would provide commanders at all levels a common database from which they could not only assess their training, but also plan it.

The Services have adopted the Joint Training System only to varying degrees. It is naturally incumbent upon the Services to follow the joint guidance. The following paragraphs address specific recommendations for each Service to better synchronize their training doctrine with the joint doctrine.

To properly meld with joint doctrine, recommend the following changes be implemented in Army Doctrine. First, FM 25-101 should specifically address the JMETL to METL linkage. This will clearly direct commanders to analyze the JMETL of the joint force commanders they support, tailor their own METLs accordingly, and subsequently, conduct training that specifically meets the focus of the warfighting commanders under which they will potentially be serving. If this were implemented, a major Army unit apportioned to multiple theaters would be able to examine the JMETLs of those respective CINCs. From those, the commander would glean a number of JMETLs that the Army unit would sup-

Training is the cornerstone of readiness and the basis for credible deterrence and capable defense."

General Carl E. Vuono

port. As a practical matter, one would expect that there would be a significant overlap from theater to theater since an Army unit is bringing a specific capability to the fight. As an example, river crossings are done the same, whether they're conducted in Africa, Asia, or South America. This process would ensure that the Battle Focus is on the theaters (and plans) the unit supports.

Secondly, the standards for evaluating training need to be established at the joint level. Only through this method can joint force commanders "compare apples with apples" when assessing units from multiple Services. Granted, many tasks are specific to one Service; no one drops bombs out of B-52s except the Air Force. However, for tasks that cross Service lines, the tasks, conditions, and standards should be prescribed at the joint level, possibly as an expansion on the already established UJTL. Fortunately, much of this groundwork has been started. The Army does an excellent job of capturing tasks, conditions, and standards though its ARTEPs, Soldier Manuals, and related publications. A recommended solution is to adopt those Army standards, where available, at the joint level. In cases where the other Services have the best standards, adopt those standards at the joint level. Finally, in those cases where different Services' standards conflict, convene joint training boards to define the joint standards.

Regarding specific recommendations for the Navy, it also must begin with a review/revision of doctrine from the top down with emphasis on continuity from the CNO down through Type Commanders to the unit level. Common concepts, language and factors need to be incorporated at all of these levels so that all maritime forces have been suitably trained and prepared for operations when they arrive in a given theater of operations.

A second doctrinal focus should be applied to the ROC/POE instructions. These too should comply with the language and concepts of the joint system so that communities are moving towards a joint arena from their very conceptual directives. The ROC/POE delineates capabilities and environments, two important factors in the JTS. Additional guidance in this document to include levels of performance may be included as well to round out the JTS building blocks, or if more appropriate, incorporate the levels of performance into the lower echelon foundation training instructions.

Following on from these recommendations, to enhance implementation, although not specifically addressed in the Navy paragraphs in the body of this paper, would be to include the language and performance indicators of the JTS at the Navy's centers of excellence, such as Naval Strike and Air Warfare Center, during pre-deployment training. This similarly applies to carrier battle group, amphibious ready group, and other major combatant units' pre-deployment exercise assessments. Using the common, joint "yardstick" as the measurement tool would better advise theater CINCs of the inbound forces' readiness level. Additionally, implementation of this "yardstick" would serve to enhance Service understanding and acceptance of joint concepts and requirements.

Of the three Services, the Air Force has probably done the best job of establishing a linkage between its Service level mission essential tasks and the JMETL. As already stated, these tasks are functionally linked within the Air Force training structure. However, it is recommended that the Air Force go one step further to draw a more clearly defined link by numerically linking Air Force mission critical tasks to the JMETL. This unambiguous, clear linkage would be beneficial and would best allow the joint commander to assess his level of joint readiness by exercising these core links, and each Service's ability to support them as a whole. Air Force leadership should mandate its commanders utilize this clear linkage when designing and exercising training programs.

Second, an issue of concern that was briefly discussed is that AFDD 1-1 points out that the UJTL framework is built around the Army's traditional BOS hori-

zontal structure. This structure is insufficient to organize or to reflect the potential of aerospace power. We recommend that future versions of the UJTL reflect the capabilities of the entire joint community and could possibly be realigned in a more vertical structure.

Lastly, to benefit from the Army's approach, the Air Force also needs to make a more concerted effort to train Air Force Training Management to all noncommissioned officers and newly commissioned officers to lay the foundation for this shift in training focus early in their careers, in order to effect long term change in the Joint Training environment.

CONCLUSION

In 1986 the Goldwater-Nichols Act accelerated the military's move towards jointness. A key objective of the act was to increase operational effectiveness. Critical to improving operational effectiveness is training that is based on the anticipated requirements and environments in which U.S. forces will be employed. These criteria were embraced in the Chairman of the Joint Chiefs of Staff Joint Training System established in 1994.

Joint training is essential to prepare our forces for war, for the United States will nearly always "fight joint." At the joint level, the policy is in place. Some of the basic tools, such as the Joint Training System, the UJTL, and the concept of the JMETL, have been designed. However, the Services have not come close to achieving the "jointness" envisioned when the GNA was enacted.

This gap must be closed if the joint force envisioned by the Chairman's *Joint Vision 2020* is going to be achieved. The Chairman and his staff have established the policy and it is now up to the Service chiefs to fully back this policy right down to the unit level. Training is effective, but recognizing that the Armed Forces are roughly half way between GNA's enactment (1986) and JV2020 goal timeline, training needs to be more efficient. This efficiency can be gained by closing the gap in the current training system. Linking the joint level and upper echelon training programs to the actual warfighting commands and warfighters is essential to bridging the gap. The onus is on our commanders to make joint training work effectively and efficiently, for, as General Carl E. Vuono so clearly stated over a decade ago, "training is the cornerstone of readiness and the basis for credible deterrence and capable defense."

***Editor's note**: AFDD 1-1, Air Force Task List, as been rescinded. The METLs referred to in this article are being captured in an upcoming Air Force Instruction manual.*

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LEADERSHIP - COMBINING CORPORATE IDEAS WITH MILITARY IDEALS

by
MAJ Rob Tanzola, USMC

While serving as a national corporate fellow to the United States Chamber of Commerce (USCC), I have had some tremendous opportunities to observe and learn about the domestic and global issues near and dear to the hearts of our fellow countrymen, to United States companies of all sizes and to foreign companies who conduct business in the United States. I have done this under the tutelage of Thomas J. Donohue, who is the President and Chief Executive Officer of the USCC. The Chamber itself is a unique organization. It is one of the largest federations of businesses with an extended membership of over three million members and is the most powerful and largest lobby spender in Washington, DC.

To date, I have been on my assignment for almost seven months. During this time, I have traveled to 25 states, six nations and attended meetings with Donohue and the CEOs of over 120 multi-million or multi-billion dollar companies. The classroom setting has been in the offices of CEOs, with Donohue for the majority of my "instruction." On several occasions I have watched him pass on this knowledge to executive MBA program students. There are many similarities and many differences between the military and private sector. Leading is a necessity in both. The leadership traits and principles we were taught early in our careers are still carried with us today and they would serve us well anywhere. I have found it quite interesting to learn of the major skill sets that guide and drive the corporate world.

High Energy

For the majority of the uniformed services, there is little to no experience working in the private sector. We often think that the corporate world works a steady 9 a.m. to 5 p.m. schedule, stopping at 5 p.m. every day, commuting home, then picking up where they left off at 9 a.m. the following day. This could not be further from the truth. All across the spectrum of employment are hard working and highly energetic people. A requirement for success is high energy. This high energy is synonymous to a high appetite for challenge and success. One must stay at the workplace or remain engaged with the issue until the task is complete or the challenge is resolved. Similar to our world that is covered by countless orders and directives, the corporate world has its share of policies and instructions. One is expected to read and understand all information pertinent to any imaginable subject. As hinted at, one must work, work and work. In order to get ahead of the issues or of the competitors, one finds that work continues into the night and into the weekends. I believe that this drive and all consuming high energy occurs naturally and if one is successful, they manifest this trait.

Passion

Whether it is selling used cars or managing billions of dollars in the stock market, one must believe in what they are doing. Not only must this be for ones own mental well being but also for their co-workers and customers. If this is not the case then one ought to move on. This total commitment to the product and profession is a mark of excellence. It is easy to identify a troubled company, department or worker if they do not manifest enthusiasm in their job and instead give the appearance of going through the motions. A company that is passionate throughout the ranks is probably soaring above other companies in all aspects. Passion is both inspired from the top down and it percolates from the bottom up. I have yet to run into a CEO who did not at some point of the discussion profess that they love their job and would not do anything else. On my way around the various corporate headquarters, to and from the offices of CEOs, I have seen the passion resonate amongst the other employees. The synergistic effect of employee passion, that has its roots at the top, is a

tremendously positive force.

See through ambiguity

Donohue jokes that CEOs should have all their fine and professionally appealing carpet pulled out of their offices and replaced with gray carpet because they no longer have issues that are black and white. On a daily basis, corporate leaders must deal with information overload and noise (not always the decibel type) in their environment and pick through this clutter to the facts and make sound and timely decisions. This closely parallels our challenges on the battlefield with fog and friction. This mental skill is also aided by reliance on key staff members to digest and filter information. Timely and accurate decisions are made through absolute trust in these individuals' recommendations and or summaries. Much of the risk associated with corporate decision making comes from the unknown. The old adage, "a good decision today beats the better decision tomorrow," still applies.

Tell a story

Of all the common traits, I believe this one is the most difficult and requires the most amount of practice. If you can not effectively convey information, you can not sell, guide, instruct, lead or debate any issues. A clear, concise and compelling tale wins every time. Short and to the point is as ineffective as too long with too much information. One needs to be able to quickly read his opponent, customer, seniors or co-workers and tailor the verbal information to a "good" story. There are several key areas to story telling.

The first is comfort with the topic. One must understand what one is talking about, be able to rapidly and correctly answer questions and be prepared to handle questions or comments on areas that one is not knowledgeable on.

Secondly, one must choose their words carefully. Often the audience is listening to every word (as is desired) and a deal could be blown or a task misunderstood by the very definition of the words used. Avoid being vague or "soft" when the situation does not dictate. Be definitive and assertive.

Lastly, one must be proficient with the various modes of communication. By phone, by written word, during one on one dialogues and or while speaking to a large audience, one must be able to communicate. All modes require the same basics but must be fine tuned to the situation.

So, what do the big guys do??

Dononhue often speaks to executive MBA programs and offers what he does as a Chief Executive Officer and President of a major business association for the students to hear first hand instead of the textbook definition with task and purpose. He breaks down his role into three functions: gather, point and communicate. In the gathering mode he gathers information, outstanding employees and sufficient resources to accomplish the mission. During the pointing mode, he directs these staff members and allocates the resources by providing strategic direction. Communication is akin to supervision in our realm. He communicates via the phone, via written correspondence and via personal visits with his member organizations to ascertain USCC progress in meeting their desires, to solicit more support and to educate the members and potential members about USCC successes and failures. I submit that at all levels of leadership, we too are gatherers, pointers and communicators.

Summary

Based on my observations, what we do as leaders is not that different from the corporate world. If we all conduct self examinations of our leadership abilities, we will readily see the similarities to what CEOs know and do. For those in the audience that are applying these skills already, refine and exact them. For those that are not, implement and adopt them. Having a high energy level, having passion for what you are doing, seeing through ambiguity and being able to tell a story are important skill sets to master. One should never take for granted the opportunities we have while in uniform. We train hard every day, why not take advantage of the environment and take the time to improve yourself and those around you. Remain confident and optimistic, these skills are in high demand around the world. Most importantly though, do not lose sight of the fact that your Soldiers, Marines, Sailors and Airmen deserve the best today.

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
ADUS: *MTTP for AIR DEFENSE of the United States* **Classified SECRET/RELCAN**	22 MAR 04	A: FM 3-01.1 N: NTTP 3-26.1.1 AF: AFTTP(I) 3-2.50	This MTTP supports planners, warfighters, and interagency personnel participating in air defense of the US by providing planning, coordination, and execution information. Pub is primarily focused at the tactical level. Includes Operation NOBLE EAGLE and Clear Skies Exercise lessons learned. **Current Status:** Awaiting Print. Assess: 1 Sep 05 (18mo); 1 Mar 07 (3yr) **POC: Team E** alsae@langley.af.mil
AMCI: *Army and Marine Corps Integration in Joint Operations*	21 NOV 01	FM 3-31.1 (FM 90-31) MCWP 3-36	Describes the capabilities and limitations of selected Army and Marine Corps organizations and provides TTP for the integrated employment of these units in joint operations. The example used is C2 of a notional Army Brigade by a MEF or C2 of a MEB by an Army Corps. Assess: 1 Nov 04 (3yr) **POC: Team F** alsaf@langley.af.mil
ARM-J: *Antiradiation Missile Employment in a Joint Environment* **Classified SECRET**	JUL 02 **(Under Revision/Incorporating wit h J-SEAD)**	FM 3-51.2 (FM 90-35) MCWP 3-22.1 NTTP 3-01.41 AFTTP(I) 3-2.11	Describes Service antiradiation missile platform capabilities, employment philosophies, ground/naval emitters, emitter ambiguities, and rules of engagement. Multi-Service procedures for antiradiation missile employment in a joint or multinational environment, with an emphasis on fratricide prevention. **Current Status:** Combined with ALSA JSEAD pub. Awaiting Command Approval. **POC: Team A**: alsaa@langley.af.mil
AVIATION URBAN OPERATIONS: *Multiservice Procedures For Aviation Urban Operations*	15 APR 01	FM 3-06.1 (FM 1-130) MCRP 3-35.3A NTTP 3-01.04 AFTTP(I) 3-2.29	MTTP for the tactical-level planning and execution of fixed- and rotary-wing aviation urban operations. **Current Status:** Scheduled for revision in September 04 (3yr) **POC: Team E** alsae@langley.af.mil
BMO: *Bomber Maritime Operations (RESCINDED)* **Classified SECRET**	JUN 00	MCRP 3-23 NTTP 3-03.5 AFTTP(I) 3-2.25	**Current Status**: **This MTTP has been Rescinded.** **POC: Team E** alsae@langley.af.mil
BREVITY: *Multi-Service Brevity Codes* **Distribution Restricted**	05 JUN 03	FM 3-54.10 (FM 3-97.18) MCRP 3-25B NTTP 6-02.1 AFTTP(I) 3-2.5	A dictionary of multi-Service use brevity codes to augment JP 1-02, *DOD Dictionary of Military and Associated Terms*. This pub standardizes air-to-air, air-to-surface, surface-to-air, and surface-to-surface brevity code words in multi-Service operations. **POC: Team F** alsaf@langley.af.mil
COMCAM: *Multi-Service Tactics, Techniques, and Procedures for Joint Combat Camera Operations*	15 MAR 03	FM 3-55.12 MCRP 3-33.7A NTTP 3-13.12 AFTTP(I) 3-2.41	This publication fills the void that exists regarding combat camera doctrine, and assists JTF commanders in structuring and employing combat camera assets as an effective operational planning tool. Assess: 1 Sep 04 (18mo); 1 Mar 06 (3yr) **POC: Team C** alsac@langley.af.mil
EOD: *Multi-Service Procedures for Explosive Ordnance Disposal in a Joint Environment*	15 FEB 01	FM 4-30.16 MCRP 3-17.2C NTTP 3-02.5 AFTTP(I) 3-2.32	Provides guidance and procedures for the employment of a joint explosive ordnance disposal (EOD) force. The manual assists commanders and planners in understanding the EOD capabilities of each Service. This publication enters revision Feb 2004. **Current Status**: Awaiting EOD transformation study results. **POC: Team B** alsab@langley.af.mil
HF-ALE: *Multi-Service Procedures for High Frequency-Automatic Link Establishment (HF-ALE) Radios*	01 SEP 03	FM 6-02.74 MCRP 3-40.3E NTTP 6-02.6 AFTTP(I) 3-2.48	Standardizes high power and low power HF-ALE operations across the Services and enable joint forces to use HF radio as a supplement / alternative to overburdened SATCOM systems for over-the-horizon communications. Assess: 1 Mar 05 (18mo); 1 Sep 06 (3yr) **POC: Team C** alsac@langley.af.mil
ICAC2: *Multi-Service Procedures for Integrated Combat Airspace Command and Control*	30 JUN 00 **(Will be reassessed upon publication of JP 3-52)**	FM 3-52.1 (FM 100-103-1) MCRP 3-25D NTTP 3-52.1(Rev A) AFTTP(I) 3-2.16	Provides detailed TTP for airspace C2 to include specialized missions not covered in JP 3-52, *Doctrine for Joint Airspace Control in a Combat Zone.* Includes specific information on interfaces and communications required to support integrated airspace control in a multiservice environment. **Current Status**: Attempting to incorporate information into JP 3-52. Pub will be retained until it is determined information is accepted. **POC: Team D** alsad@langley.af.mil

Current as of: 4/27/2004
POC: ALSA Pubs Officer

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
IDM: *Multi-Service Tactics, Techniques, and Procedures for Improved Data Modem Integration* **Distribution Restricted**	30 MAY 03	FM 6-02.76 MCRP 3-25G NTTP 6-02.3 AFTTP(I) 3-2.38	Provides digital connectivity to a variety of attack and reconnaissance aircraft; facilitates exchange of near-real-time targeting data and improves tactical situational awareness by providing a concise picture of the multi-dimensional battlefield. Assess: 1 Nov 04 (18mo); 1 May 06 (3yr) **POC: Team C** alsac@langley.af.mil
IFF: *MTTP for Mk XII IFF Mode 4 Security Issues in a Joint Integrated Air Defense System* **Classified SECRET**	11 DEC 03	FM 3-01.61 MCWP 3-25.11 NTTP 6-02.4 AFTTP(I) 3-2.39	The publication educates the warfighter to security issues associated with using the Mark XII IFF Mode 4 Combat Identification System in a joint integrated air defense environment. It captures TTP used today by the warfighter that can address those security issues. **Current Status**: NATO version released Nov 03. Reclassified (US) Version Released Dec 03 Assess: 1 Jun 05 (18mo); 1 Dec 06 (3yr) **POC: Team A** alsaa@langley.af.mil
JAAT*: Multi-Service Procedures for Joint Air Attack Team Operations* **Revision is Distribution Restricted**	03 JUN 98 **(Under Revision/Incorporating with JFIRE pub)**	FM 3-09.33 (FM 90-21) MCRP 3-23.A NTTP 3-01.03 AFTTP(I) 3-2.10	Provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing close air support (CAS). **Current Status**: Is being incorporated into JFIRE. **POC: Team A** alsaa@langley.af.mil
JAOC / AAMDC: *Multi-Service Procedures for Joint Air Operations Center and Army Air and Missile Defense Command Coordination* **Revision is Distribution Restricted**	22 Mar 04	FM 3-01.20 AFTTP(I) 3-2.30	Addresses coordination requirements between the Joint Air Operations Center and the Army Air and Missile Defense Command. Assists the JFC, JFACC, and their staffs in developing a coherent approach to planning and execution of AMD operations. **Current Status:** Awaiting print. Assess: 1 Sep 05 (18mo); 1 Mar 07 (3yr) **POC: Team D** alsad@langley.af.mil
JATC: *Multi-Service Procedures for Joint Air Traffic Control*	17 JUL 03	FM 3-52.3 (FM 100-104) MCRP 3-25A NTTP 3-56.3 AFTTP(I) 3-2.23	Ready reference source for guidance on ATC responsibilities, procedures, and employment in a joint environment. Discusses JATC employment and Service relationships for initial, transition, and sustained ATC operations across the spectrum of joint operations within the theater or area of responsibility (AOR). Assess: 1 Jan 05 (18mo); 1 Jul 06 (3yr) **POC: Team F** alsaf@langley.af.mil
J-FIRE: Multiservice Procedures for *Joint Application of Firepower* **Distribution Restricted**	01 NOV 02 **(Under Revision)**	FM 3-09.32 (FM 90-20) MCRP 3-16.6A NTTP 3-09.2 AFTTP(I) 3-2.6	A pocketsize guide of procedures for calls for fire, CAS, and naval gunfire. **Current Status**: Second SME Draft Released. **POC: Team A** alsaa@langley.af..mil
JIADS: *Multi-Service Procedures for a Joint Integrated Air Defense System* **Distribution Restricted**	08 JUN 01 **(Under Revision)**	FM 3-01.15 MCRP 3-25E NTTP 3-01.8 AFTTP(I) 3-2.31	This publication provides joint planners with a consolidated reference on Service air defense systems, processes, and structures, to include integration procedures. ***The revision will be entitled "Multi-Service Tactics, Techniques, and Procedures for an Integrated Air Defense System (IADS)."** **Current status:** Final Coordination Draft in world wide review. **POC: Team D** alsad@langley.af.mil
JSEAD*: Suppression of Enemy Air Defenses* **Classified SECRET**	SEP 00 **(Under Revision)**	FM 3-01.4 MCRP 3-22.2A NTTP 3-01.42 AFTTP(I) 3-2.28	This publication provides detailed, classified tools for air operations planners and SEAD warfighters to aid in the planning and execution of SEAD operations in the joint environment. Incorporating ARM-J into this revision. **Current Status**: Awaiting Command Approval. **POC: Team A** alsaa@langley.af.mil
JSTARS: *Multi-Service Tactics, Techniques, and Procedures for the Joint Surveillance Target Attack Radar System* **Distribution Restricted**	17 MAR 03	FM 3-55.6 (FM 90-37) MCRP 2-1E NTTP 3-55.13 (Rev A) AFTTP(I) 3-2.2	This publication provides procedures for the employment of the Joint Surveillance Target Attack Radar System (JSTARS) in dedicated support to the JFC. Revision will be unclassified. The unclassified revision describes multiservice TTP for consideration and use during planning and employment of the JSTARS. Assess: 1 Sep 04 (18mo); 1 Mar 06 (3yr) **POC: Team D** alsad@langley.af.mil
JTF IM: *Multiservice Procedures for Joint Task Force Information Management* **Distribution Restricted**	10 SEP 03	FM 6-02.85 (FM 101-4) MCRP 3-40.2A NTTP 3-13.1.16 AFTTP(I) 3-2.22	This publication describes how to manage, control, and protect information in a JTF headquarters conducting continuous operations. Assess: 1 Mar 05 (18mo); 1 Sep 06 (3yr) **POC: Team C** alsac@langley.af.mil

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
JTF Liaison Officer Integration: *Multiservice Tactics, Techniques, And Procedures For Joint Task Force (JTF) Liaison Officer Integration*	27 JAN 03	FM 5-01.12 (FM 90-41) MCRP 5-1.B NTTP 5-02 AFTTP(I) 3-2.21	This publication defines liaison functions and responsibilities associated with standing up a JTF. Assess 1 Jul 04 (18mo); 1Jan 06 (3yr) **POC: Team B** alsab@langley.af.mil
JTMTD: *Multiservice Procedures Joint Theater Missile Target Development* **Distribution Restricted**	11 Nov 03	FM 3-01.51 (FM 90-43) NTTP 3-01.13 AFTTP(I) 3-2.24	The JTMTD publication documents TTPs for threat missile target development in early entry and mature theater operations. It provides a common understanding of the threat missile target set and information on the component elements involved in target development and attack operations. Assess: 1 May 05 (18mo); 1 Nov 06 (3yr) **POC: Team D** alsad@langley.af.mil
NLW: *Tactical Employment of Nonlethal Weapons*	15 JAN 03	FM 3-22.40 (FM 90-40) MCWP 3-15.8 NTTP 3-07.3.2 AFTTP(I) 3-2.45 USCG Pub 3-07.31	This publication supplements established doctrine and TTP and provides a source of reference material to assist commanders and staffs in planning/coordinating tactical operations. It incorporates the latest lessons learned from real world and training operations, and examples of TTP from various sources. Assess: 1 Jul 04 (18mo); 1 Jan 06 (3yr) **POC: Team G** alsag@langley.af.mil
PEACE OPS: *MTTP for Peace Operations*	26 OCT 03	FM 3-07.31 MCWP 3-33.8 AFTTP(I) 3-2.40	This publication provides tactical level guidance to the warfighter for conducting peace operations. Assess: 1 Apr 05 (18mo); 1 Oct 06 (3yr) **POC: Team E** alsae@langley.af.mil
REPROGRAMMING: *Multi-Service Tactics, Techniques, and Procedures for Reprogramming of Electronic Warfare and Target Sensing* **Distribution Restricted**	06 JAN 03	FM 3-51.1 (FM 34-72) MCRP 3-40.5B NTTP 3-13.1.15 AFTTP(I) 3-2.7	This publication supports the JTF staff in the planning, coordinating, and executing of reprogramming of electronic warfare and target sensing systems as part of joint force command and control warfare operations. Assess: 1 Jul 04 (18mo); 1 Jan 06 (3yr) **POC: Team G** alsag@langley.af.mil
RM: *Risk Management*	15 FEB 01	FM 3-100.12 (FM 5-19.1) MCRP 5-12.1C NTTP 5-03.5 AFTTP(I) 3-2.34	Provides a consolidated multi-Service reference, addressing risk management background, principles, and application procedures. To facilitate multi-Service interoperability, it identifies and explains the risk management process and its differences and similarities as it is applied by each Service. Assess: Currently under 3 yr assessment. **POC: Team G** alsag@langley.af.mil
SURVIVAL: *Multiservice Procedures for Survival, Evasion, and Recovery* **Distribution Restricted**	19 MAR 03	FM 3-50.3 (FM 21-76-1) MCRP 3-02H NTTP 3-50.3 AFTTP(I) 3-2.26	This publication provides a weather-proof, pocket-sized, quick reference guide of basic survival information to assist Service members in a survival situation regardless of geographic location. Assess: 1 Sep 04 (18mo); 1 Mar 06 (3yr) **POC: Team B** alsab@langley.af.mil
TADIL-J: *Introduction to Tactical Digital Information Link J and Quick Reference Guide*	30 JUN 00 **(Incorporating with FORSCOM JTAO Handbook)**	FM 6-24.8 (FM 6-02.241) MCRP 3-25C NTTP 6-02.5 AFTTP(I) 3-2.27	Provides a guide for warfighters with limited or no experience or background in TADIL J and needing a quick orientation for supplemental or in-depth information. TADIL J is also known in NATO as Link 16. **Current Status**: The information in this publication will be incorporated into the FORSCOM Joint Tactical Air Operations Procedural Handbook. ECD: Fall 2004 **POC: Team C** alsac@langley.af.mil
TAGS: *Multi-Service Tactics, Techniques, and Procedures for the Theater Air Ground System*	8 DEC 03	FM 3-52.2 (FM 100-103-2) MCRP 3-25F NTTP 3-56.2 AFTTP(I) 3-2.17	This publication promotes inter-Service awareness regarding the role of airpower in support of the JFC's campaign plan, increases understanding of the air-ground system, and provides planning considerations for the conduct of air-ground operations. Assess: 1 Jun 05 (18mo); 1 Dec 06 (3yr) **POC: Team D** alsad@langley.af.mil
TACTICAL RADIOS: *Multi-Service Communications Procedures for Tactical Radios in a Joint Environment*	14 JUN 02	FM 6-02.72 (FM 11-1) MCRP 3-40.3A NTTP 6-02.2 AFTTP(I) 3-2.18	Standardizes joint operational procedures for Single-Channel Ground and Airborne Radio Systems (SINCGARS) and provides and overview of the multi-Service applications of Enhanced Position Location Reporting System (EPLARS). Assess: 1 Jun 05 (3yr) **POC: Team C** alsac@langley.af.mil

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
TMD IPB: *Multi-Service Tactics, Techniques, and Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace*	04 MAR 02 (**Transitions to the Army in SEP 04**)	FM 3-01.16 MCRP 2-12.1A NTTP 2.01.2 AFTTP(I) 3-2.36	This publication provides a systematic and common methodology for analyzing the theater adversary missile force in its operating environment. Assess: 1 Mar 05 (3yr) **POC: Team G** alsag@langley.af.mil
UXO: *Multi-Service Procedures for Unexploded Ordnance Operations (UXO)*	23 AUG 01	FM 3-100.38 MCRP 3-17.2B NTTP 3-02.4.1 AFTTP(I) 3-2.12	This publication describes hazards of unexploded explosive ordnance (UXO) sub- munitions to land operations, addresses UXO planning considerations, and describes the architecture for reporting and tracking UXO during combat and post conflict. Revision scheduled for 2004. Assess: 1 Aug 04 (3yr) **POC: Team B** alsab@langley.af.mil

NEW ALSA PROJECTS

TITLE	EST PUB DATE	PUB #	DESCRIPTION AND STATUS
HAVE QUICK	MAY 04	A: FM 6-02.771 M: MCRP 3-40.3F N: NTTP 6-02.7 AF: AFTTP(I) 3-2.49	Will simplify planning and coordination of HAVE QUICK radio procedures and responds to the lack of HAVE QUICK TTP throughout the Services. Additionally, it provide operators information on multi-Service HAVE QUICK communication systems while conducting home station training or in preparation for interoperability training. **Current Status**: Awaiting Command Approval. **POC TEAM C** alsac@langley.af.mil
DETAINEE OPERATIONS *MTTP for Detainee Operations in a Joint Environment* **Distribution Restricted**	MAY 04	A: FM 3-19.401 M: MCRP 4-11.8D N: NTTP 3-07.8 AF: AFTTP(I) 3-2.51	MTTP regarding detainee operations (unprivileged belligerents) to include transporting, transferring and holding of the high-risk detainees. **Current Status**: Awaiting Command Approval. **POC TEAM B** alsab@langley.af.mil
UHF TACSAT/ DAMA OPERATIONS	JUN 04	A: FM 6-02.90 M: MCRP 3-40.3G N: NTTP 6-02.9 AF: AFTTP(I) 3-2.53	Recent operations at JTF level have demonstrated difficulties in managing limited number of UHF TACSAT frequencies. TTP documented in this publication will improve efficiency at the planner and user levels. **Current Status**: Awaiting Command Aprroval/ **POC TEAM C** alsac@langley.af.mil
TST: *MTTP for Targeting Time-Sensitive Targets* **Distribution Restricted**	APR 04	A: FM 3-60.1 M: 3-16D N: NTTP 3-60.1 AF: AFTTP(I) 3-2.3	This publication provides the JFC, the JFC's operational staff, and components unclassified MTTP to coordinate, de-conflict, synchronize, and prosecute TSTs within any AOR. Combines Joint Fires Initiative/TST, Draft Navy/Air Force TST CONOPS, COMUSCENTAF Combined-Counter-SCUD CONOPS, and includes OIF and OEF lessons learned. **Current Status**: Awaiting print. **POC TEAM F** alsaf@langley.af.mil
Interpreter Ops	APR 04	Center for Army Lessons Learned Handbook 04-7	Team B will monitor this project for 18 months following the release of the handbook and then decide wether to develop as an MTTP or remove it as a monitored project. **Current Status:** Available electronic and will be printed as a Center for Army Lessons Learned (CALL) Handbook. **POC TEAM B** alsab@langley.af.mil

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